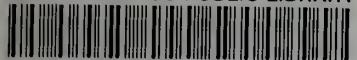


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2005 Year in Review





# financial growth

Flexibility, partnerships and an understanding of emerging airline industry trends are key to financial growth at SFO. The Airport continues to pursue its five strategic business goals:

- Reduce airline cost per enplaned passenger
- Create and maintain a competitive fare environment
- Promote the Airport's strengths
- Make efficient use of both airfield and landside resources
- Seize opportunities to be an industry leader



## Historical and Budgeted Cost per Enplaned Passenger



In the Summer of 2005, SFO cut the ribbon on the San Francisco Marketplace, a new Airport-managed food and beverage program in the domestic terminals that features more than 80 percent locally owned restaurants. Customer response to the 45 new outlets, in which all food is prepared fresh and on-site, has been overwhelmingly positive.

## The San Francisco Marketplace -- Domestic Terminal

	AUG 04	AUG 05	INCREASE
Sales per enplanement	\$3.92	\$5.59	43%

## planning for the future

SFO is focused on smart growth – pursuing long-haul domestic and international flights – in order to more efficiently make use of limited runway space. Long-haul flights now account for more than 30 percent of all domestic routes – up from 21 percent 10 years ago. And while international passengers represent approximately 25 percent of SFO's passengers, they account for 42 percent of airline revenues.

## international flights added in 2005

United Airlines to Nagoya  
Icelandair to Reykjavik  
Belair to Zurich  
Air New Zealand to Auckland (expansion)  
Air Canada to Montreal and Vancouver (expansion)

## bond update

SFO's credit rating was returned to stable outlook from negative outlook by all three Wall Street rating agencies. SFO recently completed a refunding of revenue bonds, including the first Interest Rate Swap by a San Francisco city agency. The swap is expected to achieve savings of \$160 million over the next 20 years.

our commitment to

# the environment

As one of the largest cities in Northern California – based on daily population – SFO takes seriously its role as a steward of the environment. We are dedicated to operating in harmony with the Bay Area and to protecting our natural resources wherever possible. Some highlights of the Airport's "green" commitment in 2005 include:

Completing a new \$38 million, state-of-the-art wastewater treatment plant, which processes 3 million gallons per day.

Saving 11 million kilowatt hours of electricity by changing out inefficient fixtures and installing incandescent bulbs.

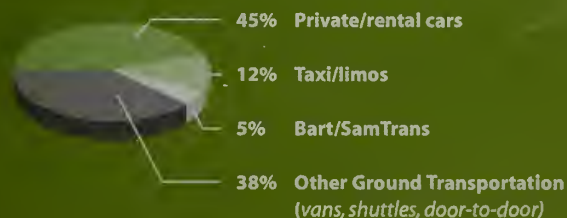
Increasing to 48 percent the number of Airport vehicles using clean power – whether by CNG, propane, electric or other alternative fuel. SFO's goal under its Clean Vehicle Policy is 100 percent participation by 2012.

Announcing a 75 percent reduction in post-emergency pesticide and herbicide use since 1996 under the Airport's Integrated Pest Management program.

## SFO public transit first policy

The goal of this policy is to promote public transportation and high occupancy vehicle access to the Airport. This policy improves regional intermodal ground access between the Airport and regional rail, bus and water transit systems.

## Passengers Arriving at SFO



Source: SFO passenger survey, Summer 2005

## a word about noise

The SFO Noise Abatement Program serves as a national model for noise abatement programs, for community outreach and for implementation of innovative technologies to monitor aircraft operations. The Jon C. Long Fly Quiet Program encourages individual airlines to operate as quietly as possible at SFO. See [www.flyquietsfo.com](http://www.flyquietsfo.com) for more information.

## Green Numbers

- 3 million gallons: daily flow treated at SFO's wastewater treatment plant
- 2 number of CNG fueling stations
- 15 number of CNG fueling pumps
- 1.1 million: gallons of CNG pumped per year
- 21,000 square feet of Forest Stewardship Council certified cherry wood paneling used in the International Terminal

Acres of wetlands and tidal marshes in SFO's Master Plan Wetland Mitigation Program:

- 72 created
- 501 enhanced

30 percent that IT is more energy efficient than required under federal law (Nonresidential Building Energy Standards)

600 number of daily Rental Car Shuttle Bus trips eliminated by AirTrain

Number of natural gas, propane, and electric vehicles in operation at SFO as of early 2005:

- 244 buses, vans, utility trucks, autos
- 30 rental cars
- 118 taxicabs
- 500 airfield vehicles

Estimated lifetime emission reductions of untracked clean air vehicles:

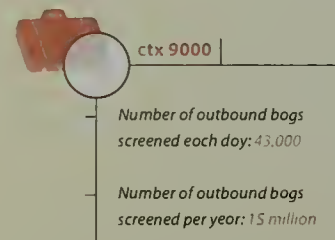
- 700 tons nitrous oxides
- 1,500 tons hydrocarbons
- 35,000 tons carbon monoxide (excludes AirTrain in service at SFO by 2005 compared to traditional fuel (gasoline or diesel) vehicles)

## our commitment to safety and security

SFO is a world leader in integrated, state-of-the-art safety and security measures. Team SFO consists of more than 18,000 employees committed to keeping the Airport safe and secure. Of these, 1,050 are Covenant Aviation Security employees, private screeners supervised by the Transportation Security Administration. Efficiencies throughout the Airport mean passenger screening wait times are among the shortest in the United States and that SFO has the ability to process up to 5,000 passengers per hour through U.S. Customs and Border Protection.

### baggage screening

SFO was the first major airport in the United States to achieve 100 percent, fully automated and integrated baggage screening. The system consists of 45 CTX 9000 series high-tech x-ray screening devices, each routinely processing up to 300 pieces of baggage per hour. All baggage screening is monitored through a central, automated control system.



### emergency operations and planning

SFO's Emergency Operations Center is an advanced, state-of-the-art full-service facility continuously ready for service.

SFO holds full-field air crash exercises at three times the frequency required by the Federal Aviation Administration to certify for an operating license.

The U.S. Department of Health Services has designated SFO a test platform for defense against Weapons of Mass Destruction (WMD), based on the Airport's years-long collaboration with national laboratories.

SFO is the only civilian airport worldwide to stock NATO military-issue Reactive Skin Decontamination, and the Airport maintains one of the most extensively stocked mobile medical supply facilities for any commercial airport.

SFO is the only U.S. airport to create a mobile decontamination unit that can serve hundreds of WMD patients simultaneously, if required.

### aviation security

Eight million dollars in federal grants enabled SFO to install a new Security Operations Center, to update the Closed Circuit Television system and to install upgrades around the airfield perimeter. SFO has utilized biometric hand-reading equipment to control airfield access since 1992 – the first airport in the world to do so.

In addition, SFO installed 14 buoys in the Bay surrounding the airport, thereby establishing a new Water Perimeter Security Zone. New explosive detection technology, known as Explosive Trace Portals, have been deployed at passenger screening checkpoints.

## our commitment to customer service

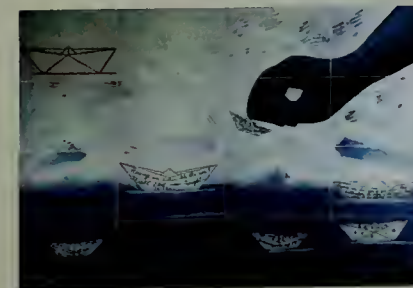
### SFO values your time

SFO prides itself on extremely high standards of customer service delivered across all airport operations, from parking to passenger screening wait times to airport-wide wi-fi capabilities to a full-service medical clinic.

**Hungry?** Savor a taste of San Francisco in one of the Airport's new restaurants. The food is guaranteed fresh, prepared on-site and priced reasonably. More than 80 percent of the eateries in the San Francisco Marketplace are locally owned.

**Stressed?** Try a massage at SFO's full service European-style spa. Or visit the Henry Berman Reflection Room, the Airport's center dedicated to quiet self-reflection and meditation. SFO is the only U.S. airport that is an accredited museum, so enjoy the rotating art, culture, history and science exhibits located throughout the terminals, or visit the Aviation Library and Museum and learn about the history of commercial aviation and SFO's role as the "Gateway to the Pacific." Through the San Francisco Arts Commission's public art program, the Airport is also home to a vast collection of permanent works by world-renown artists including Vito Acconci, Deborah Butterfield and Isamu Noguchi.

**Have a comment?** A new customer comment feature on [www.flysfo.com](http://www.flysfo.com) provides travelers with an easy opportunity to let us know with just a click.



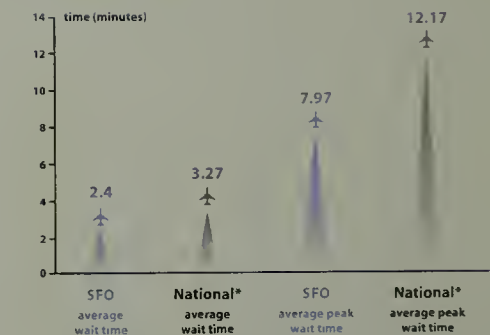
Enrique Chagoya's "Love Letters," Boarding Area A, International Terminal

### Annual Passenger Survey 2005

category	rating
Airport as a whole	4.02
Ease of getting around the airport	4.52
Ease of passing through security	4.24
General cleanliness	4.33

1,300 passengers surveyed in Summer 2005  
On a scale of 1-5; 5 being perfect

### Average Wait Times



\* Similarly sized airports (Category X)

Source: Transportation Security Administration  
January 1, 2005 – October 31, 2005

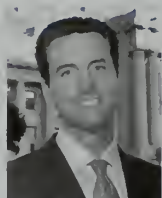
### parking at SFO

Close, closer, closest; that's parking at SFO. From the hourly or daily parking garages, passengers can walk or take AirTrain, a fully automated people mover, to domestic and international terminals. Regular shuttles from the long-term parking drop passengers right at the terminals. And by the way, SFO's long-term parking is always available – when the lot fills up during busy travel times, passengers are given vouchers for same-price parking in the daily and hourly garages.





## city of san francisco



Gavin Newsom  
Mayor

SFO is the major airport for Northern California. Operating since 1927, SFO sits on 2,383 acres, 14 miles south of San Francisco. The Airport is owned and operated by the City and County of San Francisco. As an "enterprise agency," SFO is funded entirely through airline landing and rental fees and non-airline revenues such as concessions and parking. SFO is committed to providing state-of-the-art safety and security measures, to the protection of the environment, to ensuring excellent customer service and to contributing to the health of the local economy.

*SFO's Vision: To be the airport of choice for passengers, for airlines, and for the industry.*

## airport commission



Larry Mazzola  
President



Michael S. Strunsky  
Vice President



Linda S. Crayton



Caryl Ito



Eleanor Johns

## airport management



John L. Martin  
Airport Director

Jackson Wong  
Chief Operating Officer

Tryg McCoy  
Deputy Director  
Operations

Ernie Eavis  
Deputy Director  
Facilities, Operations  
and Maintenance

Ivar Satero  
Deputy Director  
Planning Design  
and Construction

Theresa Lee  
Deputy Director  
Administration

Leo Fermin  
Deputy Director  
Business & Finance

Kandace Bender  
Deputy Director  
Communications  
& Marketing

Robert S. Maerz  
Airport General Counsel

Blake Summers  
Director and  
Chief Curator  
Airport Museums





